



**JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT**  
Loan No.:9203-JM – Government of Jamaica Counterpart Financing – Component 1

**Assignment Title: PROJECT MANAGER 2: TRADE FACILITATION TASK FORCE  
(Border Regulatory Re-Alignment, Enhancement of Laboratories & Jamaica Trade Information Portal)**

**Reference No: FCG/GOJ/CON/07**

**TERMS OF REFERENCE**

**1. BACKGROUND**

The Government of Jamaica has secured a loan from the World Bank to finance a project entitled Foundations for Competitiveness and Growth (FCG). The Project Executing Agency is the Planning Institute of Jamaica (PIOJ) with key Project Components to be implemented by the Jamaica Promotions Corporation (JAMPRO) and the Development Bank of Jamaica (DBJ) as the Lead Coordinating Agencies. The overall objective of the project is to strengthen the business environment in Jamaica for private sector investment by promoting broad-based private sector-led growth, improving the investment climate, modernizing infrastructure and logistics, as well as enhancing entrepreneurship and competitive industries.

Component 1 of the project, which is coordinated by JAMPRO, seeks to enhance competition in the business environment. The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness to help Jamaica unleash its potential for productivity and growth.

Additional Financing has been approved by the World Bank to implement critical investment climate reforms. The end date of the FCGP will be extended to March 2024 upon signature of the Loan Agreement for Additional Financing. The expected outcome of the expansion is the marked improvement in the business climate. The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness to help Jamaica unleash its potential for productivity and growth, including to improve the trade environment.

Jamaica's Trade Facilitation Reform Programme is (TFRP) being implemented against the background of the GOJ's Public Sector Transformation and Modernization Programme (PSTMP), which builds on previous efforts to reform the public sector. In keeping with the National Development Plan: Vision 2030, the government has established its priorities,

as reflected in the Government's Strategic Priorities for the period, 2018-2021, and the 2019/2020 Fiscal Policy Paper. The Government of Jamaica (GoJ) is currently pursuing a programme of trade facilitation reform to achieve alignment with the World Trade Organisation (WTO) Trade Facilitation Agreement (TFA), modernize the national trading environment in line with the government's objective to become a world-class logistics hub and stimulate economic growth.

Consequently, to facilitate the TFRP, a Trade Facilitation Roadmap and Action Plan was approved by Cabinet, setting out the overarching implementation plan and strategy for achieving these reforms, which are generally aimed at resolving procedural obstacles and impediments in Jamaica's border regulatory procedures, in order to improve the overall business and trading environment. These reforms are expected to yield greater efficiency and business competitiveness, and form part of the GoJ's overall thrust towards achieving accelerated economic growth.

The TFRP includes numerous inter-related and mutually supporting projects across six Output areas, summarized below as:

- Output 1 – Institutional and Governance Framework for International Trade
- Output 2 – Increase efficiency of Border Regulatory Agencies (BRAs)
- Output 3 – Establishment of an Electronic Single Window (ESW)
- Output 4 - Increased access, transparency and predictability of trade information
- Output 5 – Improvement in logistics services
- Output 6 – Enhanced capacity within BRAs and traders

These Outputs, which address Jamaica's trade competitiveness issues, will take into account the synergies with existing trade facilitation initiatives in the country to avoid any duplication of efforts. Among the Outputs are several activities related to the revision of Jamaica's institutional and governance framework for international trade to enhance inter-agency coordination, streamlining of public-private dialogue, and promotion of a cost-effective trade environment.

The Trade Facilitation Reform Agenda is being executed through a coordinated framework with the Ministry of Industry, Investment and Commerce (MIIC) serving as lead Ministry with oversight for implementation of the TFRP. Implementation is led by the Trade Facilitation Task Force (TF<sup>2</sup>) through its secretariat which resides within the Trade Unit of MIIC. Implementation is directly supported by the Office of the Cabinet, the Ministry of Health and Wellness, the Ministry of Finance and the Public Service and the Ministry of Economic Growth and Job Creation, which are Leads for the various Output areas of the Programme. The Ministry of Foreign Affairs and Foreign Trade also serve as a critical ministry. Coordination and implementation of activities are activated through Steering and Technical Committees comprising representatives of the Border Regulatory Agencies (BRAs), lead implementing agencies, other government entities and the private sector.

Recent analysis completed by the World Bank (WB), the International Trade Centre (ITC) and UNCTAD has indicated that despite gains made by the GoJ in improving the trading environment, such as the implementation of ASYCUDA, there remains major weakness in the nation's trade facilitation environment, which must be addressed with alacrity if transformation is to be achieved. Some of these include:

- a) Lack of coordination among border regulatory agencies;
- b) Complexities and multiplicity of steps involved in executing transactions;
- c) Over-regulation of trade practices
- d) High levels of inspection;
- e) High fees and charges;
- f) Low business capacity to comply with international trade procedures and quality requirements;
- g) An absence of an integrated and harmonized cross-border framework; and
- h) Legislation and policies which require revision, having regard to the need to ensure conformity with best practices, and update laws and policies in light of the changes which have been made/are being made, and are to be made.

In recognition of these challenges, the FCGP is providing funding support for positions in the Trade Facilitation Secretariat.

## **2. OBJECTIVES**

The FCGP's Development Objective of which this contract will form a part is, *"To strengthen the business environment in Jamaica for private investment"*.

The purpose of the contract is to provide support to the Trade Facilitation Task Force Secretariat in monitoring the execution and implementation of projects, which are designed to reform and transform the trade arena in Jamaica. The Project Manager is expected to work within the governance framework established for the management of the TF Programme with special focus on the management of specific Trade Facilitation initiatives related to the work being done on the re-alignment of Border Regulatory Agencies, Enhancement of Government Laboratories and Jamaica Trade Information Portal.

## **3. SCOPE OF THE WORK**

The Consultant's Scope of Work shall include the following:

- i. Prepare Workplan with GANTT Chart showing all milestones and deliverables in relation to the consultant's work.
- ii. Develop mechanisms for tracking lessons learnt and stakeholder engagement;
- iii. Prepare a comprehensive contact list of all trade facilitation stakeholders who will be required to participate in various meetings / engagements.

- iv. Facilitate any request of the TF2 Secretariat, MIIC, JAMPRO, PIOJ
- v. Provide overall support to the TF2 Secretariat for effective management of the Programme.
- vi. Provide operational, coordination and logistical support to the assigned projects / Outputs during field missions and stakeholder engagement sessions. This will require engagement of public and private sector entities within the trade environment.
- vii. Participate in meetings between consultants and relevant stakeholders to help ensure the timely and efficient execution of tasks in support of the objectives of the Programme.
- viii. Collate and disseminate all relevant documents and make them available to all relevant parties.
- ix. Ensure that all documentation and data, including from other Output areas, required by stakeholders are provided in a timely fashion.
- x. Liaise with the Project Manager and Output Leads for the planning and execution of workshops for the Programme.
- xi. Ensure requirements for deliverables from each of the assigned projects are met. This includes monitoring the delivery of outputs of the project to ensure adherence to quality standards.
- xii. Monitor and evaluate all project activities and provide overall supervision of change management.
- xiii. Overall management and monitoring of projects under:
  - Border Regulatory Re-Alignment
  - Enhancement of laboratories
  - Jamaica Trade Information Portal (JTIP)
- xiv. Coordinate and participate in the review of deliverables from the six (6) Outputs with the respective stakeholders in a timely manner.
- xv. Participate in the review of deliverables from consultants.
- xvi. Collate the comments of stakeholders for each deliverable for submission to the Project Manager in a timely fashion.
- xvii. Liaise with Output Leads to ensure synergies with complementary consultancies, including the necessary interface with the other Output areas under the TFRP.
- xviii. Act as the point of contact and communicate status of the Programme to the Output Leads
- xix. Provide direct support to the Trade Facilitation Task Force, whether Steering or Technical, designated to provide oversight for the execution of the relevant projects.

- xx. Track and report on the progress of project implementation as per the work plan.
- xxi. Identify potential risks related to assigned projects and recommend solutions through the drafting of a Risk Matrix.
- xxii. Update the issues, risks, and lessons learned logs on a consistent basis.
- xxiii. Provide support to the activities of the TF2 Secretariat.
- xxiv. Support the completion of notifications to the WTO and other international bodies.
- xxv. Support the overall activities of the Trade Facilitation Task Force Secretariat
- xxvi. Prepare Monthly Reports.

#### **4. CONSULTANT PROFILE**

The consultant should have:

- i. Post-Graduate Degree in International Trade, Business Management/Administration, or any other relevant discipline. [20 marks]
- ii. Certification in Project Management [10 marks]
- iii. At least five years of experience in the planning, coordination, management and implementation of development projects [20 marks].
- iv. Demonstrable knowledge of trade facilitation issues; knowledge of WTO Trade Facilitation Agreement is a requirement [20 marks].
- v. Demonstrated experience in analytical and problem solving skills, data analysis, communication and report writing [10 marks].
- vi. Demonstrated experience in coordination across a wide range of institutional and professional groups, people management and communication [10 marks].
- vii. Demonstrated knowledge of public sector processes, and a sound appreciation of Government issues and associated sensitivity and confidentiality implications [10 marks].

#### **5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES**

**Note: The award of contract is subject to the World Bank's declaration of effectiveness of Loan Agreement No. 9203-JM.**

The Planning Institute of Jamaica is the Contracting Authority and is responsible for final approval of any contractual amendments and the Ministry of Industry, Investment and Commerce (MIIC) is the Supervising Entity. The Supervising Entity shall be responsible for the approval of contractual reports and payment requests. The designated representative of the Supervising Entity is the Chief Technical Director, who will approve reports upon the recommendation of the Programme Manager- Trade Facilitation Secretariat.

In fulfilling his/her responsibilities, the designated representative will consult with the Programme Manager to review and recommend approval of deliverables under this consultancy.

The intended start date is January 2022 and the period of implementation is 24 months from this date. The Project Manager shall provide the following reports:

<b>Deliverable</b>	<b>Minimum Content</b>	<b>Submission Date</b>	<b>Review Period</b>	<b>Payment %</b>
Inception Report	<p>The Inception Report should:</p> <ul style="list-style-type: none"> <li>• Detail the methodology for execution of the scope of works;</li> <li>• Describe the detailed work to be undertaken for the main elements of scope of works;</li> <li>• Develop a Work Plan for completion of the assignment.</li> <li>• Undertake consultations with key stakeholders to inform position.</li> <li>• Include findings on the existing situation and outline remedial actions that need to be taken to address gaps/challenges.</li> </ul>	3 weeks after contract inception	1 week	4%
22 Monthly Reports	<p>Reports must include, <i>inter alia</i>, Activities undertaken for reporting period, information on actual versus planned performance benchmarked against the Work Plan, scope changes, issues, risks and recommendations to address challenges. The Reports must also give a clear picture of project status level of implementation reached at the particular juncture. All reports must be benchmarked against intended deliverables of the agreed Work Programme.</p> <p>Monthly Reports submitted in agreed format</p>	Within 5 days of each month end	2 weeks	92%
Final Report	<p>The Final Report should document the main activities undertaken during the period, challenges, mitigating strategies and recommendations for the way forward. This must be benchmarked against the agreed Work Programme.</p>	2 weeks prior to the end of contract	2 weeks	4%

## **6. CLIENT'S INPUT AND COUNTERPART PERSONNEL**

The Project Manager will be provided with office space at the Ministry of Industry, Investment and Commerce, in addition to the following:

- Administrative support;
- Access to information and to managerial/technical personnel as needed;
- Stationery and printing; and
- Any other assistance as may be reasonably required to undertake the duties identified in this TOR.

All information gathered and works derived as a result of this consultancy are the sole property of the MIIC. Therefore, the Consultant is prohibited from using any output and information gathered through this assignment for his or her personal use, without the expressed permission of the MIIC.